



Towards Balance

Gender Progress Report
- DuluxGroup Pacific

2024

Table of Contents

A message from our CEO

1

Our gender diversity progress

3

The next chapter: Four key gender balance priority areas

6

Inclusion is everyone's responsibility

24



OUR COMMITMENT

At DuluxGroup, we believe that diverse perspectives and experiences drive innovation and organisational performance.

TOGETHER WE ARE DULUXGROUP



DuluxGroup's commitment to gender balance is part of our broader commitment to employing a diverse workforce and creating an environment where everyone belongs and can do their best work.



DuluxGroup is a leading marketer and manufacturer of premium branded products that enhance, protect and maintain the places and spaces in which we live and work. Despite operating in what has historically been a male biased sector, we are deeply committed to a gender balanced workplace. We have made significant progress in this regard over the last 10 years, particularly in leadership, including increasing the percentage of women in our Top 200 from 15% to 35%.

DuluxGroup prides itself on its high performance culture, grounded in our values and behaviours. We believe creating a diverse workplace is not only the right thing to do, but that diverse perspectives and experiences drive innovation and enhance performance. DuluxGroup's commitment to gender balance is part of our broader commitment to employing a diverse workforce and creating an environment where everyone belongs and can do their best work.

Women form nearly half of the Australian workforce. Through a focused effort by our leaders to recruit and develop talented women, we have increased female representation at all levels of the organisation, but particularly in leadership, where we have more than doubled the percentage of women in our Top 200 leaders in last 10 years.

By actively promoting career development opportunities and offering a compelling employee value proposition, including flexible work arrangements, we aim to attract and retain talented employees, including women. We are committed to gender pay equity and paying equally for work of equal value.

We calculate our gender pay gap annually within grades, teams and functions.

This process has been in place for many years. As a result of this discipline, our analysis shows that we have pay parity in like-for-like roles. We are proud of the progress that we have made and continue to work toward greater gender balance at DuluxGroup.

The purpose of this report is to not only inform our people and our stakeholders of our progress toward gender balance, it is also to be a positive force in driving the achievement of gender balance across our industry and beyond. We want to share the work we are doing because this is a journey on which we can all learn from each other's success.

This report also provides an opportunity to highlight and celebrate the work of our people as well as showcase some of the amazing women at DuluxGroup and the jobs that they perform. We hope that these role models will accelerate the breaking down of gender stereotypes in the workforce and serve as inspiration for young women currently completing their schooling.

DuluxGroup leadership remains committed to a gender balanced future in our workforce and in our industry.



Patrick Houlihan
CEO and Chairman, DuluxGroup



DuluxGroup is a leading marketer and manufacturer of premium branded products that enhance, protect and maintain the places and spaces in which we live and work.



We believe in the power of imagination. We are inspired by the challenge of creating better places and spaces. Whether it's homes, offices, low rise or high rise, we want to improve things, fix things, create things and show people how. Every day we help people imagine and create their own better place.

We're the dreamers, the innovators, the entrepreneurs, the makers and the educators. We love a problem and love to imagine and create a solution. When we unleash our imagination, we help others make their world a better place. We believe in the power to 'Imagine a Better Place'.

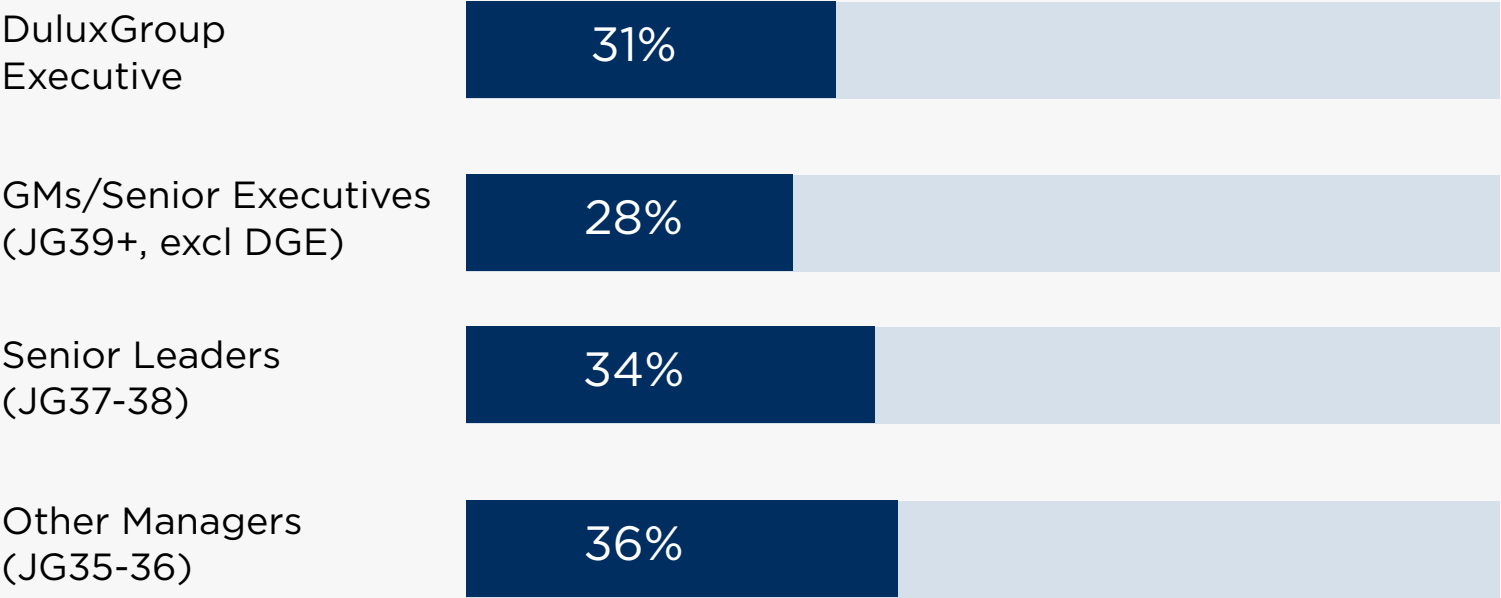


Our Gender Progress

On 31 December 2023, DuluxGroup Pacific employed circa 3,835 people in Australia, 546 in New Zealand and 278 people in Asia and PNG. Over the last 10 years, we have had a focus on increasing the percentage of women at DuluxGroup, particularly women in leadership.

We aspire to be an organisation with 40:40:20 gender balance (40% men; 40% women; 20% of any gender), particularly in leadership roles, and continue to work toward this.

We have more than doubled the percentage of women in our Top 200 leaders since 2013 (15% to 35%).





Our Progress

The percentage of women in DuluxGroup ANZ is 36% (up from 30% in 2016). We have made significant progress against our strategic objective of increasing the percentage of women in leadership since 2016:



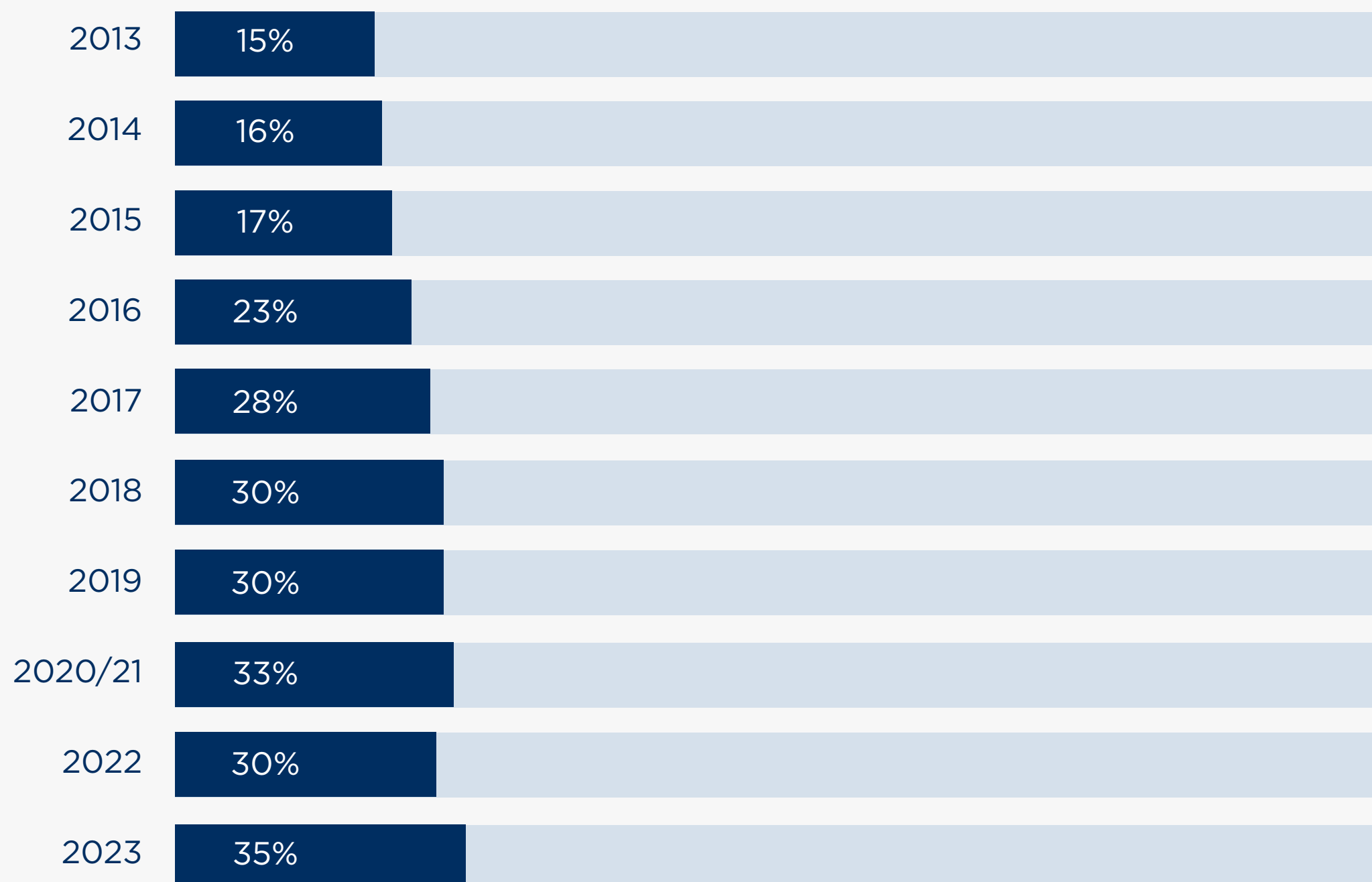
One third of the DuluxGroup Executive team is **female**.



The percentage of women in senior executive roles (GM and senior functional level) has **increased** from 6% in 2015 to 28% today.



The percentage of women in our Top 200 leaders, has more than **doubled in** the past 10 years (from 15% to 35%).



Percentage of Women in our Top 200



The Next Chapter:

4 Key Gender Balance Priority Areas



The focus of our leaders on gender balance has driven our current progress. We're committed to continuing our progress, and we remain committed to and focused on achieving gender balance at DuluxGroup through four key priority areas. **We remain focused on gender balance.**

Towards Balance: Four Key Priority Areas



1. Embedding a culture of diversity, inclusion, equity and belonging



2. Increasing the percentage of women in leadership



3. Attracting more women in historically predominately male areas



4. Creating opportunities for development and progression for all our people



Siobhan McHale
Executive General Manager
People, Culture and Change

Our progress towards our gender diversity goals is something to be proud of; but we are still on the journey. We know diverse teams and businesses drive better outcomes & make DuluxGroup a better place to work. It is business critical we keep up this momentum & continue making progress towards our goals.

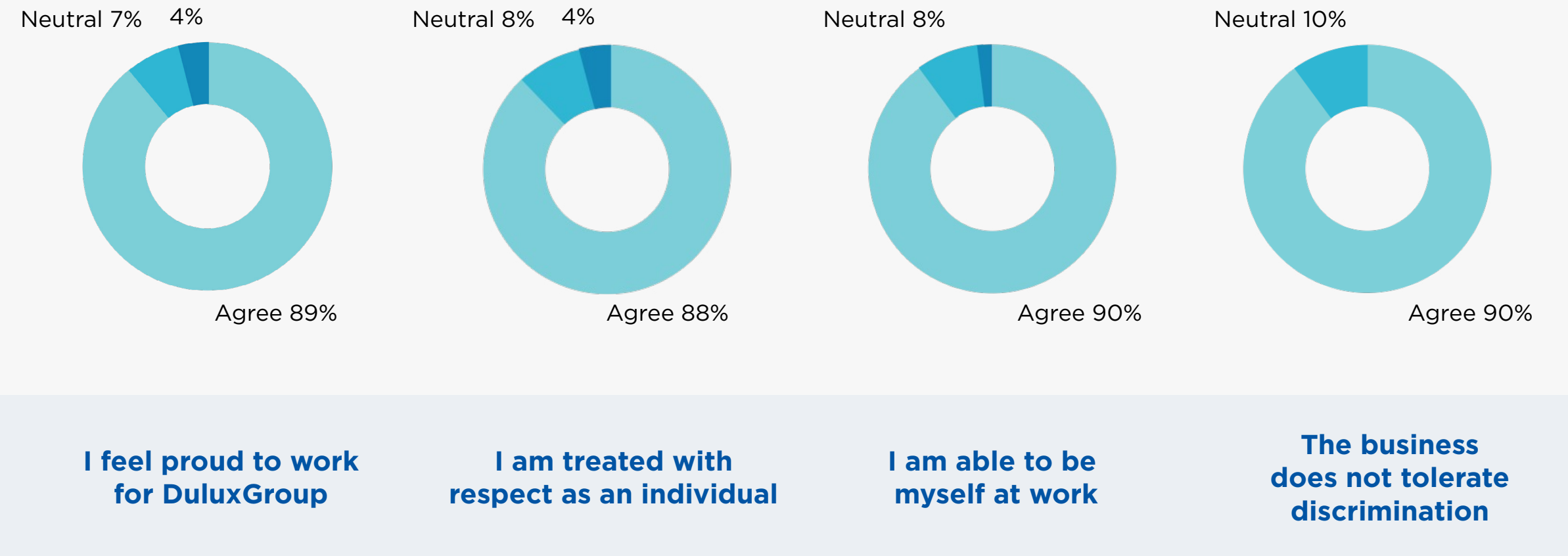
One of the things I love about DuluxGroup is how much we can achieve as a team when we focus on driving it together - it is in our DNA. I would really encourage every member of our DuluxGroup team to consider how you can play a role in continuing to drive and support our progress.



Priority 1: Embedding a culture of diversity, equity and belonging

We are committed to creating an environment where all our people feel that they belong and are able to do their best work. A Great Place to Work.

Our employee engagement is at world-class levels. Our people tell us that they are proud to work here, that they feel respected as individuals, they are able to be themselves at work and that we do not tolerate discrimination.



Our leaders, supported by our training, processes and policies, continue to focus on creating an environment where all our people belong and can do their best work:

- ✓ Leadership teams reflecting on the inclusivity of their teams and the engagement of their people.
- ✓ Individual leaders managing their people, according to their individual circumstances and needs.
- ✓ Group-wide awareness sessions on different dimensions of diversity to support reflection and learning.



Our culture supports an environment where you can do your best work.

At DuluxGroup all managers are expected to take up their role as People Leaders, creating a place where people can do their best work.

We run regular education campaigns on the impact of gender discrimination and gender-based violence on women and on men. We are proud to have supported the 16 Days of Activism campaign - a global campaign to end violence against women. In 2021, we implemented Paid Domestic and Family Violence Leave for our employees.

We offer a variety of flexible working options, based on individuals and teams working in a way that best enables their productivity and well-being. For Australian parents, we offer 20 weeks' paid parental leave with no qualifying period. You are eligible from your first day working with us. In New Zealand, we also provide 20 weeks' parental leave, through topping up the government payment.



Priority 2: Increasing the percentage of women in leadership

We have made significant progress in increasing the percentage of women in leadership at DuluxGroup. Attracting, promoting and retaining talented women leaders remains a key priority area for us.

We have an ongoing focus on appointing **women into critical business leadership roles**



A focus on Women in leadership

We have more than doubled the percentage of women in leadership to 35% through:

- ✓ Executive team ownership of gender diversity as a key priority.
- ✓ Regular reporting of gender progress to the CEO and executive team.
- ✓ Hybrid and flexible working arrangements, to enable a balance of personal and work responsibilities.
- ✓ Creating a culture of inclusion and belonging.

We aspire to have gender balance in our leadership teams and continue to work towards this through:

- ✓ Ongoing executive focus on attracting and developing talented women.
- ✓ Promoting the success of talented women in the organisation to act as role models for other women.



Meet some of our women in Business Leadership



Helen Fitzpatrick
Executive
General Manager | Yates

“DuluxGroup provides such a broad range of opportunities for leaders to keep growing & developing. I am grateful to have had the support to lead diverse businesses across different industries in our portfolio.”

Helen joined DuluxGroup in 2016 as Marketing & Innovation Director for Dulux, having worked in senior marketing & commercial roles while living in Australia & the USA with IBM, Qantas & BP. She has since moved into general management roles, firstly as GM Dulux Retail, and since 2021 has been Executive General Manager for Yates Group & a member of the DuluxGroup Executive Team.



Natalie Vaughan
General Manager
Dulux Retail

“DuluxGroup has both supported and enabled me to constantly learn and tackle new challenges.”

Natalie joined the DuluxGroup business in 2007 as a Marketing Graduate. She worked in various marketing roles before rounding her skills in a sales role as the Bunnings Channel Business Manager within Cabot's. Natalie was promoted to General Manager, Cabot's in 2015 before moving to New Zealand in 2019 as General Manager, Dulux New Zealand. She later returned to take on the role of General Manager, Dulux Powder and Industrial Coatings. She is now the General Manager, Dulux Retail.



Dorothy Grouios
General Manager
Dulux Retail

“I have a young family and DuluxGroup has been incredibly supportive. I feel really fortunate to have had my family while working here. I have a great manager, who supports my flexible work arrangement.”

Dorothy joined DuluxGroup as a Marketing Graduate. She has since worked in marketing and commercial roles in leading global brands, including Lion, L'Oreal and Mecca. Dorothy returned to DuluxGroup as the General Manager, Dulux Retail, and is currently on Parental Leave.



Jemma Carison
General Manager
Selleys

“DuluxGroup has given me the opportunity to experience things I would have never imagined possible.”

Jemma joined DuluxGroup in 2012 as a Brand Manager. She has worked in four different Business Units including Dulux Paints, Cabot's, B&D Group and Selleys. She has had the opportunity to diversify her career experience, moving from Marketing to leading sales teams and into General Management, first as the GM for Cabot's and now running Selleys.

Priority 3:

Attracting more women into historically predominately male areas



Some of our business areas, particularly in supply chain and trade, are historically predominantly male with women representing a small percentage of the talent pool. We are committed to bringing about greater gender balance in these areas, including showcasing women role models to change the external perception of these roles. We've had success in Research and Development, where we have gender balance. We continue to focus on supply chain and trade businesses.

This remains a priority for leaders in these areas, particularly to increase the percentage of women in Supply Chain and Trade leadership, through:

- ✓ Showcasing female role models in these areas
- ✓ Promoting our Employee Value Proposition for women in supply chain and trade
- ✓ Ensuring that job advertisements are written in an inclusive way, including using gender decoder software to check for inclusive language
- ✓ Identifying talented women from outside the traditional home improvement industry talent pools

We have lifted the percentage of women in Supply Chain and Trade facing sales to approximately 20% through:

- ✓ A 'leader-led' approach with managers (at all levels) taking up the role to increase the percentage of women in these roles
- ✓ Reviewing our recruiting data to determine where to intervene to attract more women

13% of engineers in Australia are women. This percentage has not changed in 30 years.

Changing perceptions and breaking down barriers



We are involved in a number of initiatives to change the perception of the trade/construction industry, supply chain, and engineering with regard to women.

We are active members of the National Association of Women in Operations (NAWO) whose vision is to see gender diversity valued and balanced at every level in operations, as well as Women in STEMM, whose purpose is to connect, empower and advocate for STEMM women and girls to have equality in the workplace.



DuluxGroup participating in Girls in Construction Camp, for Year 9 students



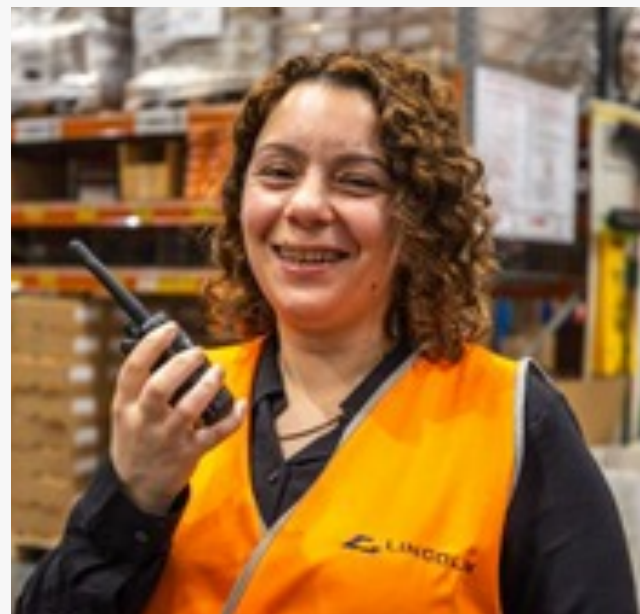


Priority 3: Attracting more women: Supply Chain

We have women working throughout our Supply Chain organisation, including as production operators, distribution leaders, site managers and running end to end Supply Chain functions. This remains a key focus area for us.



Meet some of our women in Supply Chain



Daphnie Christodoulou
Distribution Centre Manager
Lincoln Sentry

Daphnie commenced with DuluxGroup as a Supply Chain graduate in 2006. She has worked across many of our manufacturing and distribution sites in various states in roles including Supply Chain Planning Manager and Assistant Warehouse Manager. Daphnie is now our Distribution Centre Manager for our Lincoln Sentry site at Bayswater Vic.

“The culture at DuluxGroup is very collaborative and it’s very focused on teamwork. It’s also very supportive. You know that you are valued, respected and looked after.”



Rebecca Phillips
Operations Manager
B&D Group

Rebecca joined the DuluxGroup as Operations Manager QLD for B&D, in 2021. Rebecca has worked across the manufacturing and mining industry in roles including Product Development Technologist, Team Leader, Business Consultant and Production Manager with ANZ. At B&D in QLD, Rebecca leads a diverse team to produce safe, quality doors for our customers.



Claudia Cascia
Head of Supply Chain
Yates

Claudia joined Yates as the Head of Supply Chain in 2022. She has worked in commercial and supply chain leadership roles, in multiple European and Australian organisations. At Yates, she leads the Supply Chain function responsible for the procurement, planning, manufacturing and quality of the Yates products, including new product execution and Supply Chain improvements.

“Supply Chain is such an integral part of our business, as an Australian manufacturer. I keep my team focused on the commercial value that we generate for the business and the importance of great service to customers and consumers.”



Priority 3: Attracting more women: Trade Facing Businesses

DuluxGroup has Strategic Business Units focused on sales to the trade and industrial sector. We have women working in multiple roles in these businesses, including sales, finance, marketing and business leadership. This remains a key focus area for us.

Meet some of our women in Trade



Kateryna Aheyeva
Strategic Channel Business Manager
Selleys

Kateryna joined DuluxGroup in 2015 as a Key Account Manager for our Selleys Trade Business. She comes to us with a diverse range of experience having worked across many different customer facing roles, including marketing for large retail businesses.

Kateryna thrives on the inclusive environment at DuluxGroup and truly believes it is a place where she can be her authentic self.

“There are many female leaders in the business, and they are the right people for the job. It’s great to see the support within the business and the diversity that we come across in all business units.”



Sarah Shatkhin
Business Manager
Dulux Tools and Equipment

“Wherever possible, DuluxGroup is committed to offering flexibility to all employees, regardless of gender.”

Sarah joined DuluxGroup in 2007 as a Senior Brand Manager in the Cabot’s business. She has held a number of marketing positions for Dulux, Cabot’s, Parchem and more recently the Fosroc business where Sarah managed the marketing, technology (R&D) and customer service functions. Sarah currently runs Dulux Tools & Equipment where she is charged with setting up and accelerating the growth of this part of the business.



Georgina Raudon
Marketing Manager
Dulux Acratex

“Working in a trade business is challenging and invigorating. The construction industry is facing serious challenges and rapid change - we don’t want to just sell product; we want to help the industry and our customers thrive - and ensure the built environment looks great for longer.”

Georgina joined DuluxGroup in 2001 as a Marketing graduate in the Dulux Trade Marketing team. She has worked across multiple businesses, roles and geographies, including running a learning function and working in NZ.

In 2022 Georgina returned to her marketing roots, joining Dulux Acratex as National Marketing Manager, where she leads a team of trade marketers focused on protecting and beautifying the built environment.



Priority 3: Celebrating success in R&D

Our Research and Development (R&D) function is responsible for formulating and commercialising our products. We have had success in attracting and retaining women in R&D. We now have gender balance in R&D.



Meet some of our women in R&D



Dr Jessica Lai
R&D Chemist
Selleys

Jessica joined DuluxGroup in 2020 as a Senior R&D Scientist. During this time she has worked for our Selleys business reformulating and developing new products.

"I enjoy exploring how things work and to look for an answer in a logical manner. I am currently working on developing new products which consumers will be able to use for repairing and upcycling, which contributes to a more sustainable future."



Dr Priya Subramanian
Research and
Innovation Manager
Dulux

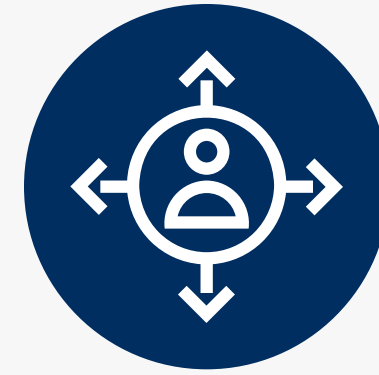
"I find DuluxGroup has supported me in STEM, by creating an inclusive work culture where they truly support equity and diversity. I can proudly say that there is a very strong balance between gender, when it comes to scientific roles."

Priya joined DuluxGroup in 2022 with extensive R&D experience across multiple different sectors. She has lead complex technical projects in both the government and commercial sector, including a stint at the Reserve Bank creating ink-based security features on notes.



Dr Olga Paravagna
Global Head of Technology
Selleys

Over Olga's 30 years within DuluxGroup, she has been involved in the R&D design, development and commercialisation of solutions for a variety of markets. Olga is currently the Global Head of Technology for Selleys. She has worked across multiple areas of DuluxGroup, in Melbourne and Sydney, including Dulux Decorative, Dulux Protective Coatings, Industrial and Cabot's. At Selleys, Olga leads a great team of scientists and engineers with strong gender balance in her team.



Priority 4:

Opportunities for development and progression for all of our people

We are passionate about providing opportunities for all of our people, men and women, to develop their career and progress into different and challenging roles.

Opportunities across our diverse business

DuluxGroup

Dulux

SELLEYS

Yates

Cabot's

b&d

LINCOLN
SENTRY

The breadth of the DuluxGroup business provides a range of opportunities for our people:

- ✓ Jobs across the entire organisation are advertised internally and are open for all employees.
- ✓ Our annual talent process includes discussing opportunities for our talented employees (including a focus on talented women).
- ✓ We offer a comprehensive learning and development curriculum across DuluxGroup.

We continue to have this as a focus so that women can continue to build meaningful careers with us:

- ✓ A focus on recruiting women into our Graduate Program, particularly into commercial roles.
- ✓ Mentors for talented men and women to support their career growth.
- ✓ Functional forums regularly discussing opportunities and suitable candidates across different business units.



Cabot's

Esther McConnell
National Sales Manager
Cabot's

Esther joined DuluxGroup over 12 years ago, as a Safety & Sustainability Advisor. She has worked across our Trade & Retail businesses for Dulux Paints, Acratex and Cabot's, in a variety of roles from Acratex Sales Executive, to Trade State Sales Manager to her current role as Cabot's National Sales Manager.

"I'm proud to have developed sales and leadership skills during my time at DuluxGroup."



Dulux
Acratex

Briana Keenahan
Business Manager
Roofing and Services

Briana has spent 17 years working at DuluxGroup, over two work stints. She has worked across multiple roles in our business, within Marketing and Sales. Her experience spans across our Dulux Acratex, Trade and Retail businesses. She has launched new products, brand campaigns, helped acquire businesses and has launched a new business opportunity.

"I feel greatly supported by DuluxGroup to take on any opportunity within the business."

We offer a three year graduate development program aimed at accelerating talented people into leadership roles across the business. The cohort is currently gender balanced, with slightly more males than females. Last year we had many more male applicants than female applicants, particularly for commercial and supply chain roles. As a result, this year, we have a renewed focus on promoting our Employee Value Proposition for women.



Maggie Osmundsen
R&D Team Leader
Dulux

Maggie joined Dulux as a Development Chemist, in our graduate program. She quickly progressed into a research and innovation role and then into an R&D team leader in the Dulux commercialisation team.

The graduate program provided Maggie with lots of opportunities to quickly build her network, both with senior leaders and other graduates. The development program has enabled her to benefit from positive mentor relationships and accelerated her into her current leadership position.

Maggie is currently focusing on her leadership development, and is taking the advice of our CEO, Patrick Houlihan, to excel in her current role and let her performance open the door to her next opportunity.



Emily Sygrave
Senior Brand Manager
Yates Growth Projects

Emily started her career in the Yates team and has worked across multiple areas within marketing. Last year she moved into the role of Senior Brand Manager of Growth Projects.

She found the workshops throughout the graduate program enabled her to excel in conflict resolution and management. In addition to this, the opportunities to build a network, particularly in her early career, have been invaluable in establishing her credibility across the business.

Emily has enjoyed being challenged and stretched, and her current role allows her to step into the strategic space - building her capability as a future marketing leader. She is keen to continue exploring her opportunities in the future, considering many possibilities across marketing.



Holly Albracht
Site Manager, Epping
Dulux Acratex

Holly joined DuluxGroup as part of our graduate program three years ago, and throughout the program worked across all areas of the Supply Chain.

In her final year of the program, Holly took on a leadership position working in our Dandenong South Cabot's and Protective Coatings factory. Holly is now the Production Supervisor at our Acratex Render Plant in Epping Victoria.

"I want to make sure that I am working for a company that wants me to succeed and supports me in pursuing leadership. I love how DuluxGroup is promoting and accommodating women across the group."

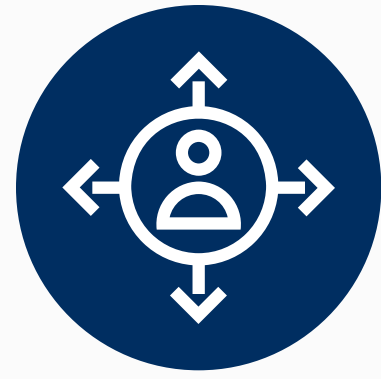


Tori Clutton
State Sales Manager
Dulux Retail

Tori started with Dulux Paints and Coatings in our graduate program and has worked across both the sales and marketing functions. She's currently the State Sales Manager for Vic/Tas in Dulux Retail.

One of the highlights of her career has been the opportunities for development and networking, which the graduate program gave her. These ultimately accelerated her into her current leadership role.

Tori particularly valued the mentorship she received both within, and upon concluding, the graduate program. She aspires to one day be a National Sales Manager.



Priority 4:

Opportunities for development and progression for all our people

We offer a comprehensive learning curriculum including leadership, professional skills, functional and product training. We encourage our employees to ‘Own your Growth’ and take advantage of these formal and informal learning programs. These are some examples of our learning programs.

Leadership development programs are offered at all levels of leadership. Leaders work together to learn new skills and acquire knowledge to help them step into and succeed in their role as a leader in DuluxGroup.

Leading with Purpose is a residential program for business leaders.



Our annual Learning Festival provides a broad range of topics to engage and educate our employees on wellbeing, future skill requirements and fascinating areas of interest. Open to all employees, the Festival features 30 webinars over three days across three stages, including wellbeing, our business and skills for the future.



“The freedom to choose the sessions, areas of interest was awesome. Thanks for organising and investing in such a valuable 3 days. MUCH appreciated”.

“Made a positive impact on me, not only in terms of the content but the investment by the company to offer such an initiative”

“I love our culture of “never stop learning” and that the Learning Festival enables us to do so.”





Inclusion is Everyone's Responsibility

Embedding a culture of diversity, equity and belonging requires all our people to create an inclusive environment where we embrace and celebrate differences in backgrounds and experiences. An inclusive culture enables everyone to feel valued and respected and be the best versions of themselves.

We ask all our people to step into the role of fostering a culture of inclusion by:

- Ensuring the language they use is inclusive.
- Removing any bias to the recruitment process creating opportunities for all.
- Redesigning roles and workplaces to ensure they are inclusive for people of varying backgrounds and skills.
- Ensuring that everyone is given equal opportunity to develop and progress.

All our people have a role to play to create a gender balanced organisation where everyone feels they belong





Anthony Privitelli
General Manager
Dulux Powder and Industrial Coatings

Throughout Anthony’s various leadership roles in our Trade businesses, Anthony has shown commitment to creating gender balance by rethinking our traditional approach to attracting talent. Anthony created job advertisements that removed any barriers for women applying and focused on the capability of the candidates rather than previous experience. This has opened up a pool of diverse candidates and increased the number of women in sales roles in his business.

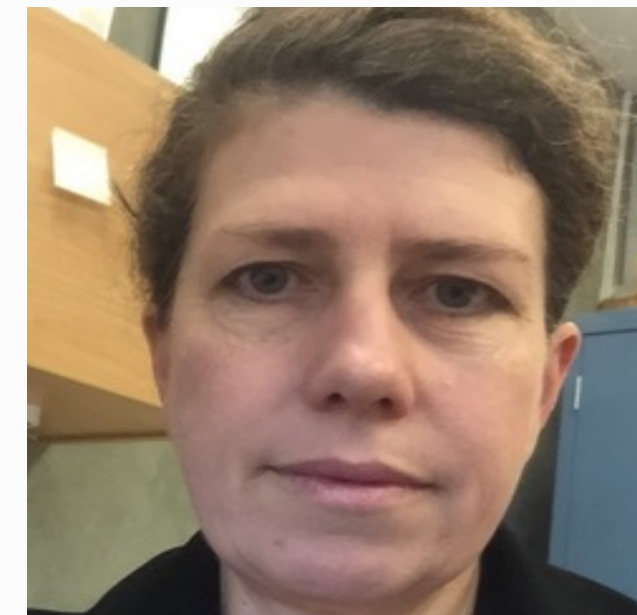
“By focusing on skills and capability, it created more pathways for women to come into our business. This has made a difference to our team by creating more diversity of thinking and having an inclusive environment means everyone feels valued and heard.”



Jacob Lumsden
State Sales Manager
Dulux Trade

Our Victorian Trade Sales Team has 32% women in sales representative roles. Jacob has built this team by creating support networks for women in sales roles and fostering an inclusive culture where everyone has a voice and feels valued.

“Inclusion is about awareness. Awareness of your team, their differences and what they need. It is also about language. I have made a commitment to my team to ensure that I use inclusive language everyday that doesn’t exclude others.”



Heather Goode
Technical, Quality & Colour Services Manager
Dulux New Zealand

Based in NZ, Heather has a team of people from varying ethnicities, gender and religious backgrounds. Heather creates an inclusive work culture by valuing the importance of relationships and deepening connections with her team, known as Whanaungatanga in Maori culture. This is what binds people together and creates a sense of unity, belonging and cohesion.

“It is important to me that everyone brings their whole selves to work. This means ensuring that I try to understand everyone’s backgrounds, family life and aspirations to better support them as a whole person. I find this one of the most rewarding parts of being a leader and it allows me to truly reap the benefits of diversity.”



Having a long standing partnership with the National Association of Women in Operations has enabled us to provide our leaders and employees with tools, resources and networking opportunities aimed at supporting and developing women in our business.



As a member of the Diversity Council of Australia we have access to some of the best diversity and inclusion research, tools and resources, which we can use to equip our leaders in creating an inclusive environment for everyone.

Our Partners

We have a number of partnerships with a wide range of community and industry groups whose vision is to support employers to create an inclusive workplace.

By partnering and being associated with like minded groups we are able to provide our people with the opportunity to connect and network with others in a supportive environment and provide them further personal and professional development.



Partnering with The Field and Get Skilled Access has enabled us to build disability awareness for our leaders and people and provide a platform where our leaders can attract a diverse range of candidates.

“Thank you for yesterday , this is the kind of thing that still keeps me excited about working for DuluxGroup (attending a Disability Confidence and Awareness Session)” - Alan Arnott Retail Select State Manager



Recently partnering with the Nation Association of Women in Construction is a new initiative to support our priority of increasing women in our trade facing businesses. By partnering with NAWIC it enables women in our trade facing businesses and their male peers to network and engage with a supportive community.

“As a NAWIC mentor I love embracing women in construction and inspiring them to realise their full potential and give it their all” - Brigitte Bosch Business Development Manager - Dulux Residential

Our Core Purpose is to Imagine a Better Place...

For our consumers, our customers, for our employees and for the world. Our commitment to diversity, inclusion and belonging helps bring this Core Purpose to life. Together, we have a role to create an environment where everyone can realise their full potential.

